INTRINSIC - EXTRINSIC MOTIVATION AND ITS EFFECTS
UPON FEEDBACK AT MID-MANAGEMENT LEVELS

by

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We accept this thesis as conforming to
the required standard

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October, 1964
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Date Sept 22 1964
ABSTRACT

This study was an attempt to determine the relationship between two broad motive patterns or sets and preference for one or the other of two specific types of information which an executive might expect to receive from his superior. An Intrinsic-Extrinsic motive dichotomy was utilized, while information preferences were divided into Job-related and Career-related information.

Data were gathered from ninety-one mid-management executives by means of a paired-comparison questionnaire and a special ranking scale devised for this study. The data were then analyzed on the basis of four clearly defined Motivation-Information groups: (1) Intrinsic — Job-related (2) Intrinsic — Career-related (3) Extrinsic — Job-related and (4) Extrinsic — Career-related.

Analysis of the results confirmed the following three hypotheses:

(I) Intrinsically motivated executives will prefer job-related information over career-related information.

(II) Extrinsicly motivated executives view information generally (i.e.: either job-related or career-related) as more important than do intrinsically motivated executives.

(III) There were a significantly larger number of intrinsically than extrinsically motivated executives.
The fourth hypothesis, that:

(IV) Extrinsically motivated executives will prefer career-related information over job-related information was rejected.
ACKNOWLEDGEMENT

The writer wishes to express his thanks to the INSTITUTE OF INDUSTRIAL RELATIONS at the University of British Columbia, whose grant made this thesis possible. Also, the writer wishes to express his appreciation and thanks to his advisors, Dr. W.H. Read and Dr. D.L. Sampson for their helpful guidance and criticism.
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>CHAPTER</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>STATEMENT OF THE PROBLEM.</td>
</tr>
<tr>
<td>II</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>THEORETICAL BACKGROUND.</td>
</tr>
<tr>
<td></td>
<td>Intrinsic Motivation</td>
</tr>
<tr>
<td></td>
<td>Extrinsic Motivation</td>
</tr>
<tr>
<td></td>
<td>Feedback</td>
</tr>
<tr>
<td>III</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>STATEMENT OF THE HYPOTHESES</td>
</tr>
<tr>
<td>IV</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>RESEARCH DESIGN.</td>
</tr>
<tr>
<td></td>
<td>Sample</td>
</tr>
<tr>
<td></td>
<td>Method</td>
</tr>
<tr>
<td></td>
<td>Questionnaire Measures</td>
</tr>
<tr>
<td></td>
<td>Statistical Techniques</td>
</tr>
<tr>
<td>V</td>
<td>17</td>
</tr>
<tr>
<td></td>
<td>RESULTS.</td>
</tr>
<tr>
<td>VI</td>
<td>23</td>
</tr>
<tr>
<td></td>
<td>DISCUSSION OF RESULTS</td>
</tr>
<tr>
<td>VII</td>
<td>27</td>
</tr>
<tr>
<td></td>
<td>SUMMARY AND CONCLUSIONS</td>
</tr>
<tr>
<td></td>
<td>REFERENCES</td>
</tr>
<tr>
<td>APPENDIX A:</td>
<td>Paired comparison questionnaire 31</td>
</tr>
<tr>
<td>APPENDIX B:</td>
<td>Questionnaire ranking supervisory practices 35</td>
</tr>
</tbody>
</table>
TABLES

<table>
<thead>
<tr>
<th>TABLE</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>A Breakdown of Motivation–Information Groups by Company</td>
</tr>
<tr>
<td>2</td>
<td>Comparison of Intrinsically and Extrinsic Motivated Subjects and their Selection of Either Job–Related or Career–related Information</td>
</tr>
<tr>
<td>3</td>
<td>A Comparison of the Number of Intrinsic and Extrinsic Subjects and the Rank They Assign to the Information (either Job–related or Career–related) which is most Important to Them</td>
</tr>
<tr>
<td>4</td>
<td>A Breakdown of the Intrinsically and Extrinsicly Motivated Subjects by Company</td>
</tr>
</tbody>
</table>
CHAPTER I

STATEMENT OF THE PROBLEM

In recent years, many problems and setbacks encountered in large organizations have been ascribed to "poor communication" or to a "breakdown in communication". Research on communication in organizations seems to be at the stage in which an attempt is being made to identify some of the variables which are operant within and tend to act upon the communication network. The problem of communication is not a new one. However, research, rather than speculative theorizing, is a fairly recent trend.

The present study is concerned with the relationship between motives and information preferences at the mid-management level in organizations. More specifically, our purpose is to examine two broad motive patterns and to determine what effect, if any, these two divisions of motivational factors have on the specific kinds of information the subordinate needs or demands from his superior in industrial settings.
CHAPTER II

THEORETICAL BACKGROUND

For many years the "Economic Man" motive was considered to be the dominant factor determining the behavior of the person in a work setting. However, research in recent years has demonstrated the operation of a number of motives which might influence the modern industrial worker and executive. Shaffer (1953) and Stagner (1950) indicate that it is now quite evident that some workers are primarily interested in security, others in economic incentives, some in interesting, challenging jobs and still others in status, esteem or promotion.

According to Burns (1959), there are a number of broad underlying social and cultural values which tend to influence and determine our needs and behavior. These are:

1) Emphasis on achievement and success, particularly occupational achievement and acquisition of skills and competence. There is also a tendency to equate personal excellence with competitive achievement measured in terms of income, property, wealth, prestige and power.

2) An orientation towards action, efficiency and the practical, with a tendency to view work as an end in itself.

3) Our combination of natural resources, technological accomplishments, social mobility and our emphasis upon success
and equality has promoted materialism, a pre-occupation with "creature comforts" and needs, and a somewhat materialistic measure of happiness and progress.

These broad values and orientations will, according to Burns, affect our motives for working and have a directional effect on the goals which we strive towards. The first stage or "first order" needs, as he calls it, are physiological needs. The second-order needs or "situational" needs involve: (1) Need for security and surety (economic and emotional) (2) Need for opportunity and growth (3) Need for acceptance and belongingness (4) Need for recognition and respect. His third-order or "operational" needs stem from the work itself and the individual's relation to it.

More recently, Porter (1962, 1962, 1963) has carried out some extensive research on need-fulfilment and deficiencies in management and concludes that self-actualization, autonomy and esteem are the needs which management view as most important. He further contends that self-actualization and autonomy needs are seen by all management levels as the most important and least fulfilled types of needs, and that they are probably the most critical psychological need areas for organizations to consider in their relations with their managers and executives.

It has frequently been suggested that values may be classified as intrinsic or extrinsic; as those which are
inherent in and derived from the activity or object itself, or as those which are the outcomes or concomitants of having the object or participating in the activity (Super, 1962). Rosenberg (1957) identifies the following value complexes in his study of the values of college students: the self expressive (intrinsic) people and the extrinsic-reward (money-security) type people. Not only has this intrinsic-extrinsic dichotomy been applied to value complexes, but it has also been utilized in classifying interest and motive patterns. Darley et al (1955) and Fryer (1931) made use of the intrinsic-extrinsic model in their measurements of vocational and job interests, while Ginzberg et al (1951) suggest that significant satisfactions from work fall into three distinct, though related types. These are: (1) Rewards (monetary and prestige) (2) Concommitants (social and environmental) and (3) Intrinsic satisfaction (pleasure in the activity and in the accomplishment of specific ends).

Two studies (Herzberg, Mausner and Snyderman, 1959; Gurin, Veroff and Feld, 1960) have grouped various motivational factors in the work setting into two fairly distinct categories. In essence, these two models closely resemble one another and are both very similar to an intrinsic-extrinsic classification. The Gurin study used an extrinsic-ego-motive model, while Herzberg and his associates used a hygiene-motivation dichotomy. Although other studies (Brown 1954; Likert, 1956) have classified work motives into three
or four categories it seems that a two-way classification scheme, similar to the Herzberg and Gurin models, could adequately account for the motivational factors influencing the industrial executive. The present study assume that an intrinsic-extrinsic dichotomy will adequately differentiate the primary motivating factors in the mid-management level working environment. An intrinsic-extrinsic dichotomy will now be outlined along with an explanation of the rationale for dichotomizing the motivational factors.

**Intrinsic Motivation**

In the intrinsic motivation category the focus is upon the individual's actual performance of the work or task. The contention is that the actual work activity is the primary motivating factor and that the tasks are viewed as an end in themselves and are the main source of satisfaction. Here then, the incentives are in the actual job performance. The motivational factors included within this particular category for the present study are as follows:

1. Interest
2. Challenge
3. Creativity

These factors attempt to get at the nature of the work itself as it appears to the individual; whether it is interesting and challenging, allows a person to use his own initiative and creativity and to realize the use of his potential ability.
Extrinsic Motivation

In the extrinsic motivation category, the contention is that the incentives lie "outside" the job activity itself and that job performance is viewed as instrumental to some external goal or end. The primary motives are thus the benefits which accrue from, and are commensurate with, occupying a particular position. The motivating factors in this particular category are as follows:

(1) Status, Prestige, Esteem
(2) Security
(3) Economic Incentives
(4) Recognition (Promotion-Advancement)

These factors relate to the security one's position may afford, the salary offered, promotional opportunities and the status commensurate with holding a particular position.

Other Motivating Factors

It is impossible, in some cases, to create a completely comprehensive classificatory scheme. The extent to which one's goal are extrinsic or intrinsic depends upon the particular situation in which they exist (i.e. such factors as power and autonomy can, depending upon the situation, be viewed as either extrinsic or intrinsic motivators.). It is beyond the scope of this paper to effectively deal with these "mixed" factors, consequently, they have been omitted in favour of a relatively clear-cut and more arbitrary classification.
Feedback

If, then, it bears true that man's behavior in his work setting is determined by more than one motive, it seems reasonable to assume that he should require information relative to his progress in achieving his goals, and, that this information may be of a specific nature, depending upon the motive factors involved. This "secondary" information or feedback informs the individual as to the results of his actions and may give him information with regard to an evaluation of his progress. For example, workers or executives primarily interested in advancement may want to know "how well they are doing" or "what the chances are for promotion". On the other hand, individuals motivated primarily by security may want to know to what extent the job is permanent.

Nokes (1961) defines feedback as a reality-orienting process and in cases where feedback, for one reason or another, is defective there is imperfect contact with reality. It has also been noted by Stagner (1950) that one of the primary areas of dissatisfaction among workers and executives is a "lack of knowledge regarding whether work is improving or not". This is quite clearly a lack of feedback to employees about the results of their activities.

According to Read (1963), effective organizational functioning depends not upon maximum, but upon an optimum of
information exchange. Probably a number of factors are involved in establishing an optimum level: the particular functions performed by the individuals, the personalities of the persons involved and their needs or goals. According to this author, emerging out of interaction over a period of time, a superior and his subordinate tend, implicitly, to work out a pattern or program of information exchange based upon mutual expectations of what information should be exchanged. By a process of testing and feedback, of trial and correction, each finds out what is expected of each other in terms of information requirements. Thus, distinguishable and stable patterns of information exchange are built up. What, then, can we expect to find regarding the information which mid-management executives (depending upon whether they are intrinsically or extrinsically motivated) demand of their superiors? Our purpose here is to examine two specific types of information: (1) Job-related Information and (2) Career-related Information.

Job-related information is here defined as that information which pertains to the actual nature of the work or task itself and with any factors which might tend to influence the individuals sphere of activity. That is, job-related information is information which deals directly with what the person "does". On the other hand, career-related information is defined as that information which is related to promotional opportunities, economic incentives, security, etc. In essence,
it is not information relating to the work which the individual does, but rather, information dealing with the various benefits commensurate with occupying a particular position in the organizational hierarchy. This type of information is necessarily mediated by the individual's superiors and is usually dependent upon an evaluation of his career progress, i.e.: "how well he is doing".

The main contention of our study is that individuals, depending upon whether they are intrinsically or extrinsically motivated will demand either job-related or career-related information from their superiors. We do not necessarily propose that mid-management executives will demand one class of information upon all occasions, but, that they will, in the main, attach primacy to either job-related or career-related information, depending upon their basic motive pattern.
CHAPTER III
STATEMENT OF THE HYPOTHESES

Since intrinsically motivated individuals have been defined as persons whose primary source of satisfaction is in the work itself, it seems reasonable to conclude that information specifically related to that work, i.e.: job-related information would be of primary importance to them.

HYPOTHESIS I:
Intrinsically motivated individuals will view job-related information as being more important than career-related information. That is, they will prefer or place greater emphasis on job-related than career-related information.

On the other hand, we have pointed out that extrinsically motivated persons are primarily interested in the benefits commensurate with their position. They are interested in the job, not so much as an end in itself, but rather as a means to an end. Consequently, their focus of attention is probably not upon information regarding the work itself, but rather on information regarding the tangential benefits associated with their particular position. Such benefits are usually associated with the superior's evaluation of the subordinate in his job, and information regarding these benefits is likely mediated through the boss. Thus, we might expect to find an extrinsically motivated executive demanding or showing
preference for career-related information, that is, he wants to know "where he stands" or "how well he is doing".

HYPOTHESIS II:
Extrinsically motivated individuals will view career-related information as more important than job-related information.

Intrinsically motivated individuals, since they view the performance of the job as the primary motivating factor, are likely to be in continuous contact with their primary goal object and source of reward. For this reason, they are unlikely to require or demand extensive information or evaluation from an external source, as they are capable of informing themselves as to the degree to which they may be attaining desired ends.

On the other hand, extrinsically motivated individuals view the benefits commensurate with their position as the primary motivating factors. The goal object, in this instance, is external to the actual performance of the work, and rewards depend upon evaluation by an external source. Consequently, they require information regarding their progress and achievement from this external source, in this instance, their superiors. If we accept the foregoing rationale, our third hypothesis is as follows:

HYPOTHESIS III:
Those executives who are extrinsically motivated will view feedback from their superiors as being more im-
portant than do those executives who are intrinsically motivated.

The fourth hypothesis is based upon the experimental findings of Porter (1962, 1962, 1963) that self-actualization and autonomy needs are the most important and least fulfilled types of needs. The intrinsic motivation category as outlined in this study bears some similarity to the self-actualization concept utilized by Porter. If this similarity bears true then we might expect to find results paralleling those of Porter.

HYPOTHESIS IV:

There will be a significantly larger number of intrinsically motivated individuals than extrinsically motivated individuals among mid-level executives.
CHAPTER IV

RESEARCH DESIGN

I Sample

The subjects were selected from middle-management levels of four organizations. The basic requirement was that the supervisory position of each of these individuals be preceded by at least one subordinate position with supervisory capacity and followed by at least one superior position with supervisory capacity. The breakdown of the four companies is as follows:

Company A
The head office of a large insurance company in Toronto. The total number of subjects selected here was 16 supervisory personnel.

Company B
This group included 37 members of the administrative staff of a branch of the B.C. Civil Service.

Company C
Twelve executives from the administrative staff of the City of Vancouver Social Welfare Department.

Company D
This group included 27 junior executives from a large Vancouver Retail Merchandising firm.

In all 92 cases, the individuals selected met with the previously stated requisite for inclusion in the sample.
II Method

(1) Questionnaire Measures

(a) Independent Variable

A paired comparison questionnaire was developed in order to provide an objective measure whereby each executive could rank order the importance of their motives for working in a particular job. The three intrinsic and four extrinsic motives (i.e.: the independent variable) were compared here (see Appendix Z). Ross' (1934, 1939) scheme for the optimal presentation of pairs has been utilized in the present study. This method avoids bias which may result from the grouping or patterning of the items. In this scheme each specific motivating factor appeared equally often and was alternated in first and second position in the pairs as far as conditions permitted, and each particular motive statement was separated as far apart in the pairs as possible before appearing again. In this study each of the seven motives was paired with every other one, giving a total of 21 pairs.

Mimeographed copies were given to each subject personally with the instructions that they check off their answers in the square corresponding to the motive in each pair of statements which they felt came closest to indicating their motive for working. Even though there might not be a plausible choice in each case, nevertheless each subject was asked to indicate a choice in each pair of questions.
(b) **Dependent Variable**

The dependent variable in this study was the type of information, either job-related or career-related, which the executive viewed as most important to him in his work. This data was collected by means of a questionnaire which required the subject to rank order five statements which pertained to practices which were likely to be carried out by his superior (see Appendix B). One of the statements referred specifically to job-related information (the last statement) and another statement referred specifically to career-related information (the third statement). The other three statements in the questionnaire were included to allow for variable ranking of our two information items and also as a means of collecting data for another study. They were, for this study, "dummy" items.

(2) **Statistical techniques used in analysis of the data**

(a) **Intrinsic-Extrinsic Motivation**

An operational definition of intrinsic and extrinsic motivation based upon the responses to the paired-comparison questionnaire was arrived at in the following manner.

(i) Since the three intrinsic motives are compared with one another on the paired comparison questionnaire then three of the total 21 responses must be answered in the intrinsic direction.

(ii) Since the four extrinsic motives are compared with one another on the questionnaire, then six of the total 21
responses must be answered in the extrinsic direction.

(iii) This leaves 12 of the responses free to vary in either an intrinsic or extrinsic direction.

(iv) If the 12 responses on the questionnaire free to vary in an intrinsic or extrinsic direction are answered in the following manner: 6 intrinsic and 6 extrinsic, this will be called a Mixed motivational type.

(v) If the results are such that of the 12 items which may be answered in an intrinsic or extrinsic direction, 7 or more are marked in the intrinsic direction, this will be called an Intrinsic motivational type.

(vi) If the results are such that of the 12 items free to vary in either an intrinsic or extrinsic direction, 7 or more are answered extrinsic, then this will be called an Extrinsic motivational type.

(b) Testing the Hypotheses

A Chi Square test for single samples was used to test hypotheses 1, 2 and 4. A Kolmogorov-Smirinox test for two independent samples was used in the analysis of hypothesis number 3. Hypotheses will be accepted at the .05 level of significance.
CHAPTER V

RESULTS

The data was analyzed on the basis of four clearly differentiated groups.

(1) Intrinsic - Job-related — Intrinsically motivated individuals who rank job-related information higher than career-related information.

(2) Intrinsic - Career-related — Intrinsically motivated individuals who ranked career-related information higher than job-related information.

(3) Extrinsic - Career-related — Extrinsically motivated individuals who ranked career-related information higher than job-related information.

(4) Extrinsic - Job-related — Extrinsically motivated individuals who ranked job-related information higher than career-related information.

RESULTS RELATING TO THE SPECIFIC HYPOTHESES

Hypothesis I

The Chi Square value from Table 2 comparing intrinsically motivated subjects selecting either job-related or career related information as most important, is significant at less than the .001 level. These results confirms our hypothesis that intrinsically motivated executives will view job-related information as more important than career-related information.
<table>
<thead>
<tr>
<th>Motivation-Information Categories</th>
<th>Company A</th>
<th>Company B</th>
<th>Company C</th>
<th>Company D</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intrinsically-Job-related</td>
<td>10</td>
<td>21</td>
<td>9</td>
<td>15</td>
<td>55</td>
</tr>
<tr>
<td>Intrinsically-Career-related</td>
<td>4</td>
<td>4</td>
<td>2</td>
<td>5</td>
<td>15</td>
</tr>
<tr>
<td>Extrinsically-Job-related</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>8</td>
</tr>
<tr>
<td>Extrinsically-Career-related</td>
<td>0</td>
<td>7</td>
<td>0</td>
<td>0</td>
<td>7</td>
</tr>
</tbody>
</table>
### TABLE 2

**COMPARISON OF INTRINSICALLY AND EXTRINSICALLY MOTIVATED SUBJECTS AND THEIR SELECTION OF EITHER INFORMATIVE OR EVALUATIVE INFORMATION**

<table>
<thead>
<tr>
<th>Motivation</th>
<th>Highest Ranked Information</th>
<th>$X^2$</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Job-Related</td>
<td>Career-Related</td>
</tr>
<tr>
<td>Intrinsic</td>
<td>55</td>
<td>15</td>
</tr>
<tr>
<td>Extrinsic</td>
<td>7</td>
<td>8</td>
</tr>
</tbody>
</table>

* Significant at .001 level.
Hypothesis II

On Table 2 the Chi Square value comparing extrinsic executives on their ranking of job-related and career-related information is not significant. Thus our hypothesis that extrinsically motivated individuals will view career-related information as more important than job-related information is not supported.

Hypothesis III

Table 3 outlines the distribution of the ranks which intrinsic and extrinsic executives assign to the information which is most important to them. In this case we are interested in the highest ranked statement pertaining to receiving information of any type, whether job-related or career-related. The Chi Square value of 3.898 as determined by the Kolmogorov-Smirnov Test is significant at the .05 level of significance. These results support the proposition that extrinsically motivated individuals will view feedback (i.e. information) from their superiors as being more important than do those persons who are intrinsically motivated.

Hypothesis IV

Table 4 outlines a breakdown of the distribution of intrinsic and extrinsic executives over the four companies. Analysis of the data gives a Chi Square value of 35.4 which is significant at less than the .001 level. These results are in support of the hypothesis that there will be a significantly larger number of intrinsically than extrinsically motivated executives.
TABLE 3

A COMPARISON OF THE NUMBER OF INTRINSIC AND EXTRINSIC SUBJECTS AND THE RANK THEY ASSIGN TO THE INFORMATION (EITHER JOB-RELATED OR CAREER-RELATED) WHICH IS MOST IMPORTANT TO THEM

<table>
<thead>
<tr>
<th>Rank of Information</th>
<th>Number of Intrinsic Ss</th>
<th>Extrinsic</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>14</td>
<td>6</td>
</tr>
<tr>
<td>2</td>
<td>27</td>
<td>7</td>
</tr>
<tr>
<td>3</td>
<td>27</td>
<td>1</td>
</tr>
<tr>
<td>4</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

$x^2$  
3.897*  

* Significant at .05 level
### TABLE 4

**A BREAKDOWN OF THE INTRINSICALLY AND EXTRINSICALLY MOTIVATED SUBJECTS BY COMPANY**

<table>
<thead>
<tr>
<th>Motivation</th>
<th>Companies</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>A</td>
<td>B</td>
</tr>
<tr>
<td>Intrinsic</td>
<td>14</td>
<td>25</td>
</tr>
<tr>
<td>Extrinsic</td>
<td>1</td>
<td>10</td>
</tr>
<tr>
<td>Mixed</td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

$$x^2 = 35.4^*$$

* Significant at .001 level
CHAPTER VI

DISCUSSION OF RESULTS

The results of the present study confirm three of the hypotheses and lead to rejection of the other. It appears that one's motive patterns, as defined in the present study, have a partial directional effect on the type of information which a subordinate prefers or demands from his superior. More specifically we found the following:

(1) Intrinsically motivated executives view job-related information as more important than career-related information.

Also, it appears that being either intrinsically or extrinsically motivated affects the degree of importance which an individual attaches to information of any sort, either job-related or career-related. We found that:

(2) Extrinsically motivated executives viewed information as being more important to them than did intrinsically motivated executives.

There is also some support for the proposition that the executive population is primarily motivated in their work by such factors as challenge, interest and creativity, rather than by more materialistic benefits such as salary, security, promotion and prestige. Our specific finding was that:

(3) A significantly larger number of the executive population in the present study was intrinsically rather than extrinsically motivated.
Our final contention, that the extrinsically motivated executives will view career-related information as more important than job-related information was not supported by the results of the present study. For one thing, the small number of extrinsic executives in the study is likely to lead to less stable results. In addition, since our extrinsically motivated individual views information, per se, as being more important or crucial than does the intrinsic person, it might well be that he is more sensitive to any feedback from his superior, whether it be career-related or job-related. Such a situation might well confound any directional effect from a particular motivational set.

One might also propose that the intrinsic individual has achieved a better developed level of adjustment than the extrinsic person, and consequently can better direct his attention to information which is more relevant to him in his work. The basis for assuming that the intrinsic executive has achieved a better level of adjustment is the assumed similarity between intrinsic motives and self-actualization. Maslow (1954) proposes that self-actualization is an advanced stage of personality development. Thus, we might propose that individuals who are approaching such a stage of development are better able than those not in this position to direct their attention to information relevant to their work and own personal satisfaction. They are likely to be less vulnerable and better able to overcome frustrations which might disrupt them in their work.
The results of the present research only tend to add to our ever-increasing awareness of the numerous and intricate factors which influence information exchange in industrial and other type organizations. Our outmoded assumption that information flows relatively freely between individuals reflects a position which is no longer tenable. Read (1962) found that there was a significant negative correlation between mobility aspirations and accuracy of upward communication. The relationship was even greater when subordinates held low trust in their superiors' motives and intentions. These results, according to Read, indicate that the motives and attitudes of organizational members strongly affect the manner in which, and the degree to which, they exchange information. Also, the work of Mellinger (1956) and Cohen (1958) supports the contention that attitudes, motives, and position in the organization structure have specific effects upon information flow.

The implications from the present study are first: that particular motive sets influence one's sensitivity to information and, in some cases, direct attention towards particular types of information. It might well be then, that particular motive patterns not only affect sensitivity of reception of information but, in addition, they may have some influence on the transmitting or sending of specific categories of information. The existence of a situation in which we have one individual who has a tendency to transmit more frequently one particular type of information to his subordinate, while
his subordinate may view as important, and be sensitive to, some other category of information, might well result in disharmony in their interpersonal relations and a breakdown of optimum information exchange. As pointed out by Read (1963) such a superior-subordinate pair may be unable to work out a pattern or program of information exchange based upon mutual expectations with the result that a stable communication pattern may fail to become established.

Secondly, the study provides evidence that individuals who bring different patterns of goal-seeking to the work place have different expectations of the supervisory function, demanding different kinds of behavior from supervisors. It indicates that rigidly standardized methods of supervision, such as a highly "programmed" system of performance review to fit all subordinates, are brought into serious question.

The present study, then, reinforces the fact that much research will be required in identifying, much less solving the "communication" problems which beset the administrative hierarchy in organizations.
CHAPTER VII

SUMMARY AND CONCLUSIONS

The purpose of the present study was to investigate the hypothesis that different motivation sets for working exist within the mid-management executive group, and that these different motive sets will have some specific effect, firstly, upon the type of information desired, and secondly, upon the importance attached to such information.

This question was examined by comparing executives on an Intrinsic-Extrinsic motivation dichotomy, with regard to the type of information which they prefer, either Job-related or Career-related, and by determining the degree of importance (i.e.: rank) which they assign the information variables on a special scale.

Data were collected on 91 mid-management executives from four organizations by means of a paired-comparison questionnaire and a ranking scale specifically designed for this study. Four hypotheses were proposed:

(1) That intrinsically motivated executives would prefer job-related rather than career-related information.

(2) That extrinsically motivated executives would prefer career-related rather than job-related information.

(3) That extrinsically motivated executives would view feedback (i.e.: information) from their superiors as being more important than would intrinsically motivated executives.
(4) That there would be a significantly greater number of intrinsically motivated executives than extrinsically motivated executives.

The results confirmed hypotheses (1), (2) and (4) while leading to the rejection of hypothesis (3). Thus it appears that motive sets at least partially affect information preferences, and, possibly, sensitivity with regard to sending and receiving particular broad categories of information.

The possible reason for the rejection of the hypothesis predicting a relationship between extrinsic motivation and career-related information may be on account of the small size of the sample of extrinsically motivated executives. Also, since the extrinsic individual appraises information, per se, as being more important than does the intrinsic individual, then we might expect our extrinsic executive to be more sensitive to any information from his superior. Such a situation, then, might confound any proposed directional relationship between motive set and information preference.
REFERENCES


Porter, L.W., A Study of Perceived Need Satisfaction in Bottom and Middle Management Jobs. J. Appl. Psychol., 1961, 45, 1-10


APPENDIX A

JOB MOTIVATION STUDY

Directions: The following questions attempt to determine different sources of satisfaction people derive from their work. Imagine yourself faced with the following alternatives. With the limited information provided make a decision as to which one you would choose and indicate your choice with a check mark ( ) in the box beside the chosen alternative. Please treat each set of two alternatives separately, do not try to be "consistent". As this is not a test there are no right or wrong answers. Your answers will be held in strictest confidence.

I would prefer:

a highly respected job with a limited salary ( )

OR

having a position which assures a long-term career even though it may not allow for much creativity and original thinking ( )

OR

to move to a job which offers promotional opportunities but where the work is routine and does not make use of my best abilities ( )

OR

to occupy a position in which the work is interesting and absorbing even though others may not have very much respect for the job ( )

OR

a position in which the salary is extremely good but the future of the position is somewhat uncertain. ( )

OR

a highly paid but not too well-respected job. ( )

OR

having a job with an uncertain future but requiring creativity and new ideas. ( )

OR

remain in my present position which I find exciting and challenging but which offers me limited chances for promotion and advancement. ( )

OR

a highly respected, socially recognized job, even though the work itself is routine and lacks interest. ( )

OR

a position in which the salary is limited but my long term career is assured. ( )
to work at a job in which career and promotional opportunities are at a minimum but where I am able to use my full creative abilities.

OR

a job in which the tasks are not particularly interesting but where, at times, my talents and skills are put to excellent use.

OR

a well respected job with an uncertain future

OR

a modestly-paid position with numerous promotional opportunities

OR

a position in which the work is interesting and absorbing but where my creative ability and ingenuity is not used to any great extent.

OR

working in a position which challenges my abilities but offers little in the way of prestige and social recognition.

OR

to work in a job which requires a minimum of original thinking on my part, but in which career and promotional opportunities are very good.

OR

da job in which my ability and talent is not put to full use, but where, at times, the tasks are stimulating and absorbing.

OR

assured long term employment in a job which is "looked down upon" by others.

OR

a position which pays an excellent salary but with limited chance for promotion or advancement.

OR

a position which, at times, makes use of my ingenuity and creative ability but in which a considerable amount of the work is routine and uninteresting.

OR

a position which offers a great deal of social recognition and prestige but does not allow me to realize my full potential.
to move to a position with limited promotional opportunities but which assures me of permanence and stability in my career

( )

OR

to move to a position in which the risk of failure is high but which could lead to a sizeable promotion.

( )

a well paid job in which I am required to do a large amount of routine work

( )

OR

an intensely interesting and absorbing job in which the salary is rather modest.

( )

to occupy a position where my skill and ability is not challenged to any great extent, but where the emphasis is on new and novel ideas.

( )

OR

to occupy a position which, at times, requires the use of my skill and abilities but where creativity and ingenuity are not a main feature of the job.

( )

to work in a highly respected position even though it holds only limited opportunity for promotion and advancement.

( )

OR

to occupy a position which offers good possibilities for advancement even though it is not highly regarded or particularly well-respected.

( )

an interesting, stimulating position with an uncertain future

( )

OR

a position which offers me permanence and security but in which the work is routine and repetitive.

( )

a position in which the income is modest but where the work challenges my full range of potential abilities.

( )

OR

a position with a high income in which the work lacks challenge and places few demands upon my abilities.

( )
a position which requires many new and novel ideas but which is not too well-respected.  

( )

a position which is highly respected but does not require much in the way of creativity and ingenuity.  

( )

a position in which opportunities for advancement and promotion are extensive but where the job requires large amounts of routine work.  

( )

a position in which the work is interesting and stimulating even though I have limited opportunities for promotion and advancement.  

( )

a position in which my ability is not challenged to any great degree but which affords me a steady, long-term career.  

( )

a position in which the work offers strong challenge to my ability but gives little assurance as to the permanence of my position.  

( )

a job which pays me an outstanding salary but which demands very little of creativity and new ideas.  

( )

a job in which the salary is limited but where inventive, creative ability and new ideas are essential.  

( )
APPENDIX B

The following statements indicate some practices which a superior may carry out. Considering yourself as a subordinate, please rank the following statements in accordance with their importance to you in motivating you in your work and in bringing about maximum satisfaction for you on the job.

<table>
<thead>
<tr>
<th>Practices</th>
<th>Rank (1 to 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Takes every opportunity to involve me in decisions he must make.</td>
<td>(            )</td>
</tr>
<tr>
<td>Goes out of his way to praise me when I do a good job and encourages me when things are not going well.</td>
<td>(            )</td>
</tr>
<tr>
<td>Consistently evaluates my progress and performance on the job and keeps me &quot;right up to date&quot; on &quot;where I stand&quot; in the organization.</td>
<td>(            )</td>
</tr>
<tr>
<td>Makes a point of leaving me alone to do my job in the way I think it should be done.</td>
<td>(            )</td>
</tr>
<tr>
<td>Goes out of his way to keep me posted on any matters affecting my job and the way I do it.</td>
<td>(            )</td>
</tr>
</tbody>
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